

New Jersey Department of Transportation
CORRECTIVE ACTION NOTICE

QUALITY MANAGEMENT SERVICES

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CAN No. CAN012

Approved: Brian Strizki
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Bureau(s) Affected: Construction, Project Management, Quality Management Services, Other CPM Units

Description of Problem(s):

Although there was formerly a procedure in place prior to the reorganization of the NJDOT, there is currently no process outlined in the NJDOT Procedures Manual for setting up and conducting design visits to construction projects that are between 70 and 90 percent complete.

These meetings provide an opportunity for the Resident Engineer and contractor to evaluate and discuss the quality and constructability of the project's plans and specifications with the designer and representatives from other CPM units. They also provide the Bureau of Quality Management Services an opportunity to track problems which may be process related, and to research these problems from a broader perspective and take the appropriate action in order to prevent their recurrence. This will result in an overall improvement to the quality and constructability of project plans and specifications.

Corrective Action Plan:

The attached procedure was developed to outline the process of setting up and conducting these meetings and is consistent with the previous procedure which was developed for these meetings.

This procedure is for **immediate** use and replaces any former directives on this matter. A Baseline Document Change Request has been processed in order to incorporate this procedure into Section 5 of the NJDOT Procedures Manual. Until incorporated, the attached procedure shall be followed by those offices identified therein.

Implementation: Immediately

PROCEDURE FOR DESIGN VISITS TO CONSTRUCTION PROJECTS 70 - 90 PERCENT COMPLETE

For projects under construction, designers (In-house and Consultant) are to visit the construction project site when the project is between 70 and 90 percent complete, and discuss with the Resident Engineer and Contractor any difficulties encountered during construction. These visits are a means for identifying ways to improve the quality and constructability of the plans and specifications.

The following procedure shall be followed:

1. The Bureau of Construction Engineering will send a monthly report to the Director of Project Management, Director of Design Services, and the Manager of Quality Management Services indicating which construction projects have reached the 70 percent to 90 percent completion status.
2. The Project Manager for the identified project will contact the Resident Engineer to schedule a meeting at the construction field office. The Project Manager will be responsible for contacting the appropriate design representatives who will attend the meeting. A two week notice should be provided to these representatives. This should include but not be limited to the following:

Design Consultant or In-House Designer
Bureau of Design Coordination
Bureau of Civil Engineering
Bureau of Quality Management Services
Bureau of Structural Engineering (if applicable)
Bureau of Utility and Railroad Engineering
Bureau of Program Support Services
Bureau of Traffic Operations
Federal Highway Administration (on federal participating projects)
Other Bureaus with significant involvement on the project

3. The Resident Engineer will be responsible for contacting the appropriate construction representatives who will attend the meeting. This shall include the construction field manager and the contractor unless the Resident Engineer feels that the contractor's presence at the meeting will jeopardize any part of the project's ongoing operations or sensitive aspects.
4. The contractor, if present, shall first give an assessment of the quality and constructability of the plans and specifications. At this point, the contractor shall be excused from the rest of the meeting if deemed appropriate by the Resident Engineer. The Resident Engineer shall then follow with any comments. Problems encountered during construction shall be examined in relation to any impact that the contract documents had on them. Suggestions of improvements which should be considered shall also be provided. In addition, successes which were achieved shall also be noted for purposes of applying them to future projects. Each representative in attendance shall also be provided an opportunity to comment on the plans and specifications as related to the construction aspects relative to their area of expertise. In general, the impacts which the problems had on the project's **cost**, **schedule**, **quality** and **safety** should be addressed.

5. Immediately after the meeting, the Project Manager shall write a report that summarizes any problems that were encountered during construction along with any viable suggestions provided by the representatives in attendance. The report shall also identify any problems that were resolved during the Design visit and shall also include any recommendations that should be considered for modifying design standards, procedures, or the specifications (general or project specific) on future projects.
6. A copy of the report shall be sent to each individual in attendance at the meeting (except the Contractor) and also to the following:

- Director, Project Management
- Director, Design Services
- Director, Construction Services and Materials
- Assistant Commissioner, Operations
- Manager, Bureau of Design Coordination
- Manager, Bureau of Civil Engineering
- Manager, Bureau of Structural Engineering
- Manager, Bureau of Utility and Railroad Engineering
- Manager, Bureau of Design & Engineering Support
- Manager, Bureau of Quality Management Services
- Manager, Bureau of Program Support Services
- Appropriate Regional Construction Engineer
- Division Administrator, Federal Highway Administration (on federal participating projects)

7. As a means of continually improving NJDOT processes, the Bureau of Quality Management Services (QMS) will review the reports received and enter specifics concerning them into a database in order to track the occurrences of construction problems as related to construction contract documents. The information contained in this database will be made available to other CPM units as well. QMS will then take measures to further research and evaluate the matter when recurring or potentially recurring type problems are identified. This may require the formulation of a quality improvement task group for the purpose of further evaluation and recommendation of solutions to the problem areas. Finally, if warranted, QMS will revise the appropriate standards, procedures, and/or specifications in order to prevent similar occurrences on future construction contracts.